

5.0 Human Resource Focus

The Human Resources (HR) goal of the 417th Base Support Battalion (BSB) is to recruit and sustain a workforce that is motivated, efficient, Customer-focused, and satisfied with working in the BSB. To accomplish this goal, the Human Resources Key Support Process Owner (HRKSPO), with the Human Resources Process Action Team (HRPAT) which is comprised of advisors from the 417th Base Support Battalion primary staff, have segmented the key success factors of our Human Resource Management System (HRMS) into “pillars,” which uphold our HR vision (Figure 5.1-1).

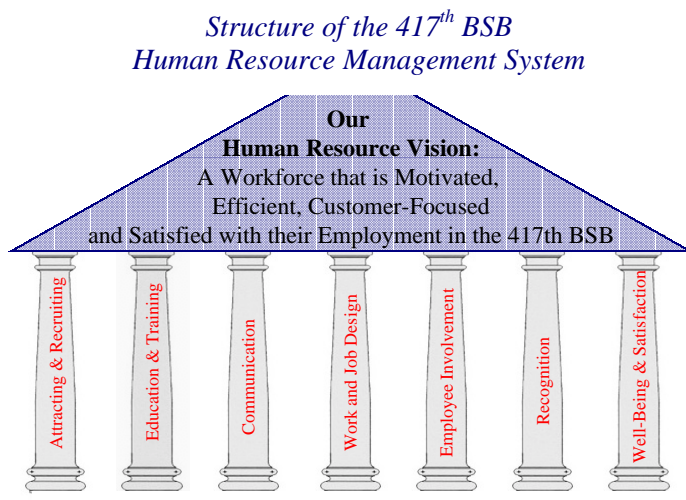


Figure 5.1-1

Attracting and hiring involves recruiting quality employees who hold the same values as the organization and who are capable of helping us achieve our Strategic Goals. Education and training involves ensuring that our employees receive the appropriate training necessary to perform their responsibilities in the most efficient manner. Enhancing the effectiveness of communication is imperative to successful teamwork and to ensure alignment of the organization in achieving our overall vision. Effective work and job design and employee involvement are critical to ensuring participation of all employees in organizational improvement and increasing the efficiency of the 417th BSB's processes. Recognition provides positive reinforcement for exceptional performance and improves the morale and motivation of the workforce. Employee well-being and satisfaction is paramount to the success of the 417th BSB, as there is a direct correlation between workforce satisfaction and Customer satisfaction. The 417th BSB HRMS is comprised of these seven interrelated components and each is linked to specific HR goals, and to the Strategic Goals of the BSB (Figure 2.2-1 & 2.2-2).

5.1a(1) The 417th Base Support Battalion's approach to designing, organizing, and managing work and jobs was specifically devised to work in tandem with and in support of our Strategic Planning Process (Figure 2.2-1). This approach, illustrated in Figure 5.1-2, ensures that in our work and job design we are able to effectively meet the needs of our organizational direction. Given the diverse nature of our mission, coupled with the challenges of geographic dispersion, one of our highest priorities is to improve communication across the organization and to foster a team

approach in all of our daily operations. The greatest improvement we have made in this area is the development of Key Process Teams (KPTs). Comprised of members from all sections and all levels of the organization, these teams are not only responsible for strategic planning and performance measurement of our processes, but they are the primary body charged with the execution and daily management of the products and services most important to the success of the organization. Key support processes, led by KSPOs as well, are managed by teams internal to a particular directorate or division, but nevertheless involve many levels of the agency. Additionally, the 417th BSB has approximately six Process Action Teams (PATs) chartered to accomplish specific objectives, such as marketing of our products and services, expanding the scope of our compensation and recognition program, and the improvement of our HRMS in general. To enable these teams to be effective, another key emphasis area has been powering down of authority for decision-making, expenditures, and signatures. Not only does this practice promote flexibility in daily operations, but also it encourages employee involvement, empowerment, and improves the motivation of our workforce. The tool we use to measure the effectiveness of this approach is our annual Employee Climate Survey (ECS), which is a direct reflection of how our employees feel about job and work design. Improvement in

417th BSB Work and Job Design

this area is apparent in the results reported in Figure 7.3-8.

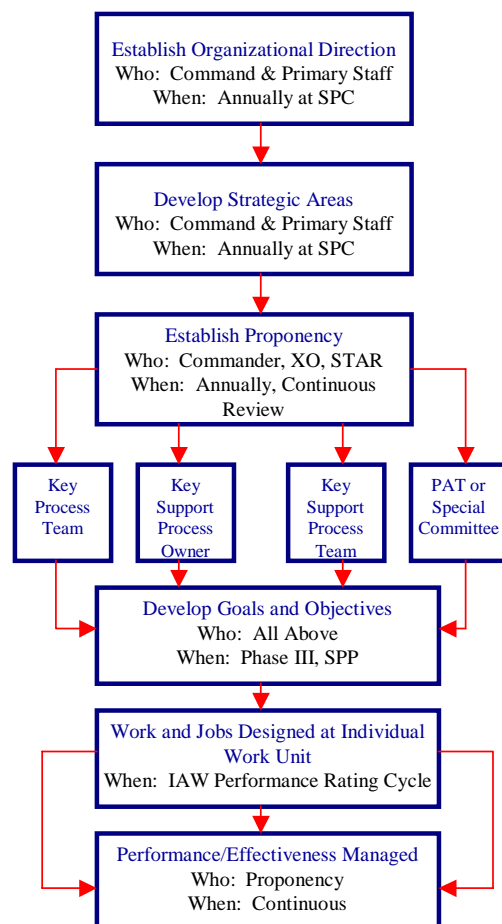


Figure 5.1-2

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Communication and information sharing across work units is also instrumental in achieving flexibility and employee involvement in work processes. The development of KPTs has helped us improve this, but to augment our approach, we have implemented two significant changes. Our biweekly Staff Calls, which formerly involved only the primary staff, have evolved into a forum where managers at a lower level can participate. All are asked to address a minimum of three to five issues that may be of interest or concern to other parts of the organization. Resultantly, attendance has increased from approximately 20 primary staff members to between 35 and 40 employees, including division and branch chiefs as well as activity managers. In an effort to further enhance communication in the 417th Base Support Battalion, we developed our Mystery Information Program. Initially, this tool was used to pinpoint problem areas where the communication of significant information was concerned. At each Staff Call, two pertinent pieces of information of interest to all employees are selected as Mystery Information. Given enough time to disseminate this to their staff, we call each facility, asking the first person that answers the phone whether they were informed of the items so noted. With initial problem areas identified, this program has over time fostered a culture of information sharing in the BSB (Figure 7.3-13).

Due to the geographic dispersion of the 417th Base Support Battalion, good communication between the Commander, the Executive Officer, the Area Support Team (AST) Managers, the Directorates, and individual employees is critical to our success. As a constant reminder to share information, the question “Who Else Needs to Know?” is painted above the door in our conference room. To tackle this challenge, we have many tools in place to ensure effective information dissemination across work units and locations within the battalion (Figure 5.1-3).

Most effective is the team approach to almost everything we do within the 417th BSB, as it promotes units to share expertise rather than look at each other as competitors.

5.1a(2) Through the numerous channels that we have to communicate with our workforce, such as climate surveys, focus groups, and Employee Townhall Meetings (ETMs), the HRPAT identified four primary issues that motivate and encourage our employees to develop and demonstrate their full potential. They expect contact with leadership, advancement opportunities, recognition for exceptional performance, and effective communication across work units.

Recognizing this, there are several mechanisms we use to ensure that these expectations are met. Expanded biweekly Staff Calls, which more of our employees are invited to attend, provides a forum to share ideas and successes with not only their peers, but with senior leadership as well. At least weekly, the Commander will personally visit individual facilities to speak with the staff about issues or concerns within the workplace. Similarly, the Executive Officer (XO) conducts quarterly ETMs, which are open forums for any employee to attend, in order to address issues that may impact performance on the job. New employee orientation is conducted at least quarterly, which provides all new staff members the opportunity to meet with the leadership of the 417th Base Support Battalion, and to glean an understanding of the mission for all areas of the organization and how they are interrelated and interdependent. Annual individual performance counseling includes not only a review of employees’ past performance, but mentoring on the training and other critical steps necessary to assist them in advancing their careers. The Executive Officer (XO) takes this a step further and personally conducts annual career mentoring sessions with all General Schedule (GS)-11 and above (or equivalent) employees. Additionally, we have modified our approach to the selection of managers and supervisors within

Media Used	Purpose	Senior Management	Management/ Supervisors	Front-Line Employees
DCG Report	Disseminate Info on Community Events	X	X	X
Electronic Bulletin Board	Disseminate Info on Community Events/Job Opportunities/Work Group accomplishments	X	X	X
Crusader	Info on Community Events	X	X	X
Expanded Staff Calls	Sharing of Info for Cooperation and Collaboration on Projects, Challenges, Best Practices and General Information	X	X	
Mystery Information Program	To Ensure that Items/Events of Interest are Disseminated to Lowest Levels of the Organization	X	X	X
Team Concept (PATs and KPTs)	Cross Functional and Pan Organizational Teams Working Toward the Same Objectives	X	X	X
Quality Management and ACOE Training	Valuable Training which Teaches Cooperation/Communication and Collaboration for the Good of the Entire Organization	X	X	X
New Employee Orientation	Introduces all the Agencies within the Organization and how they Function Together	X	X	X
Employee Townhalls	Addresses Employment Issues of Interest and Importance to all Employees	X	X	X

Figure 5.1-3

the 417th BSB. These mid-level managers are not only selected based on their technical skills and expertise, but also their ability to be effective supervisors and therefore, effective in motivating and developing their employees. To the same end, we developed a Supervisory Training Assessment for all 417th BSB supervisors to complete. This assessment identifies, by individual supervisor, the training necessary to make them effective as managers. Using the same feedback channels we use to determine what motivates employees, in particular the ECS, we determine the ultimate effectiveness of our approach.

5.1a(3) While the 417th Base Support Battalion uses the standard Army approach to performance management through the use of Officer Efficiency Reports (OERs), NCO Evaluation Reports (NCOERs), the Total Army Performance Evaluation System (TAPES) for US Appropriated Fund (APF) civilians, annual performance counseling for local nationals, and other similar evaluation and counseling systems, these tools alone do not necessarily promote the high performance necessary to facilitate overall organizational improvement. For this reason, the Strategic Goals of the organization and their role in achieving them must be reflected in the stated objectives of each employee. In addition to the development of these goals and objectives, supervisors and employees collectively identify training needs that will be necessary to achieve them, and subsequently prepare Individual Development Plans (IDPs). During mid-point reviews and annual performance appraisals, goal accomplishment is reviewed as well as the progress made in developing the career of the employee through the fulfillment of his or her training objectives (Figure 5.1-4). Additionally, although somewhat informally, peers, Customers, and in some

to the performance appraisals of our employees. With a minimum of two and sometimes three official raters, performance management is fair and consistent. One meaningful measure of the success of our performance management system is employee perception, which consistently reflects that it is effective, fair, and worth the time and effort the individual employee, supervisor, and the Command invest (Figures 7.3-2&3).

In discussing how we compensate and recognize our employees, we must first review the different types of employees we have. Not only do we have a mix of civilians and military members in the 417th Base Support Battalion, but many different categories within the civilian workforce, including Local Nationals (LNs), Department of the Army Civilians (DACs), Non-Appropriated Fund (NAF) civilians, volunteers, and Summer Hires for whom there are different types of awards and recognition.

Monetary and honorary awards are intuitively linked to job performance, particularly as they relate to Total Quality Management (TQM) and Customer Satisfaction. The 417th BSB Awards Committee for example, was chartered in 1998 to develop an Incentive Awards Handbook, which outlines the types and criteria for traditional awards, but to develop 'out of the box' types of recognition. One recommendation of the Awards Committee is to implement the Systems Team for Analysis and Review (STAR) Award for teams or individuals which recognizes accomplishment as it relates to one or more of the seven categories of the Army Performance Improvement Criteria (APIC). Employee and Facility of the Quarter Awards have been recommended, the criteria for which are based solely on Customer Feedback originating from comment cards, climate surveys or Mystery Shopper results. In all cases, the 417th BSB deploys an effective blend of short-term (On the Spot) and long-term (for Sustained Superior Performance) awards. Fairness of awards and recognition is our key indicator of the success of the program, and is reviewed at least semi-annually by the HRKSPO and the HRPAT (Figures 7.3-2&6).

5.1a(4) With a senior leadership change of command every 24 months, effective succession planning is paramount to the seamless transition of leadership with minimal Customer impact. To accomplish this, the battalion XO, acting as change manager, plans and prepares six months out preparing continuity books, and other pertinent information such as the Army Communities of Excellence (ACOE) application, and recent Business Results Briefs (BRBs).

For directorate-level leaders, succession planning is based on the establishment of key characteristics for new leaders. Each should be highly trained and experienced in personnel, program, and resource management. Specific criteria for individual directorate needs are also considered. Panels are convened to select those candidates who best meet the established criteria.

5.1a(5) Managers and leaders use PERSACTS, SIDPERS, and other automated systems to access and track hiring actions, pursue career advancement, manage employee actions, and maintain critical HR databases. Current and potential employees use the Internet and the automated RESUMIX system to learn about and compete for jobs. Before announcing a vacancy, supervisors identify key characteristics required for a particular job so that referral lists

Linkage of Training Plans, Awards and Organizational Direction



Figure 5.1-4

cases partners and suppliers provide equally beneficial input

are provided listing those candidates most qualified for the positions.

The 417th Base Support Battalion has become highly proactive at selecting the best candidates for managerial and senior leadership positions. For grades GS-9 (or equivalent) and above, selection boards are assembled from members of the primary staff, Customers, partners, and suppliers who identify and prioritize the most important criteria, evaluating, and recommending the most qualified applicants accordingly.

With the help of the Civilian Personnel Assistance Center (CPAC), the 417th BSB conducts periodic job fairs, where applicants are rated and hired on the spot, in order to fill positions historically difficult to staff.

provide the same courses to our own employees. For example, we have trained six people to provide Leadership Education and Development (LEAD), 12 to provide APIC and eight to provide Consideration of Others training. However, IDPs serve another purpose as well. Accomplished in conjunction with their performance rating schedule, supervisors and employees now have the opportunity to identify both the skills necessary to accomplish annual objectives, and the courses necessary to advance in their career fields.

The demand for training of employees in senior leadership or highly technical fields is not as demanding, but nevertheless critical to their personal development and the

Development of Strategic Training Plans in the 417th BSB

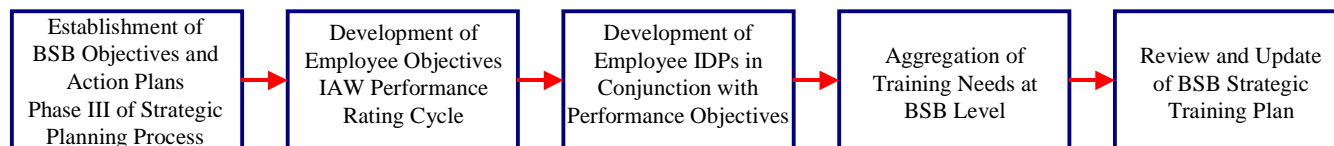


Figure 5.2-1

We ensure that the diversity of our workforce reflects that of our community through the execution of the annual Affirmative Employment Plan (AEP). This plan identifies weaknesses or disparities in minority hiring, and develops action plans to correct them. Additionally, the Equal Employment Opportunity (EEO) and Equal Opportunity (EO) offices sponsor a large number of ethnic and cultural observances, events, and seminars throughout the year to celebrate the diversity of our workforce.

5.2a(1) Due to turnover and process changes, continuous Education, Training, and Development (ETD) of our workforce is critical to maintaining optimum performance across the 417th Base Support Battalion and to achieving our Strategic Goals and objectives. For this reason, the development of objectives and action plans, and the planning and management of training in the 417th BSB are intuitively linked, as illustrated in Figures 5.1-4 and 5.2-1. Because employee objectives are developed according to the objectives and action plans of the battalion and because Individual Development Plans which identify training needs for all GS-5 (or equivalent) and above employees are developed based on those performance objectives, we are able to ensure that our workforce is given the training necessary to accomplish the objectives and action plans of the BSB.

Individual Development Plans for all of our employees serve two purposes. First, we are able to identify common training needs and validate the creation and convening of classes locally, rather than send our employees to other locations at a much greater cost. Secondly, the database that stores this information acts as a monitor, to determine the percentage at which our training needs are being met. This has been such an effective tool, that in FY 01 alone we were able to bring 20 required classes to Kitzingen, enrolling approximately 200 employees and saving the battalion several thousands of dollars in Temporary Duty (TDY) costs.

Additionally, the 417th BSB Systems Administrator (SA) assembled a computer classroom where any employee within the organization can receive professional training in everything from basic computer techniques, to job-specific software utilization, at little or no cost. We place great emphasis on programs where 417th BSB staff are trained to

achievement of the 417th BSB Strategic Goals. Consequently, the majority of our training resources are utilized to ensure appropriate training for all levels of the workforce. Figure 5.2-2 illustrates the BSB's success during the past year in fulfilling identified training requirements.

Fulfillment of FY 00 Training Requirements

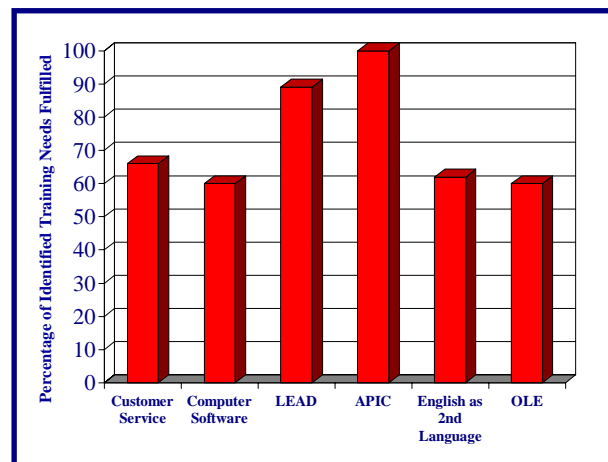


Figure 5.2-2

Our approach to ETD is evaluated at least annually by the HRKSPO and the HRPAT, again using feedback from our internal Customer Information Channels (CIC).

5.2a(2&3) In the development of IDPs, the Strategic Goals and objectives of the 417th Base Support Battalion are considered, as well as the skills necessary for our employees to perform assigned duties, and the training necessary for career progression. Collectively, the IDPs identify mandatory and desired training which together, assist in developing our Strategic Training Plan (STP), used to allocate training resources for the coming Fiscal Year (FY). Organizational performance results can then be linked to the rate at which identified training needs are fulfilled. For example, a 12% increase in mandatory Training in the Prevention of Sexual

Strategic Goal	Supporting Training Plans
Improve Customer Satisfaction	100% all Front Line Employees Trained in Customer Service
Revitalize Facilities & Infrastructure	Train DPW Blue Collar and Maintenance Workers in Process Management
Improve Employee Satisfaction	Identify & Fulfill all Supervisory Training Requirements
Provide High Quality Youth Programs	100% Fulfillment of Mandatory Training Requirements for CYS Staff
Maximize Force Protection	Ensure 85% Employees Trained in Force Protection Responsibilities/Awareness by 2004

Figure 5.2-3

future. To ensure that newly learned skills are being reinforced, we use several different mechanisms. Many of our awards are based on demonstrated performance that relates to skills learned through provided training. For example, Employee and Facility of the Quarter awards are based on principles learned in Customer Service and TQM classes. We survey our employees about the effectiveness and appropriateness that the training has to their jobs. Additionally, we survey employees to determine whether their supervisors are using Total Quality techniques, such as providing On-the-Job (OJT) reinforcement. One group that received TQM training for supervisors conducts weekly In Progress Reviews (IPRs) to discuss progress achieved in implementing what they learned. Finally, we correlate appropriate business results with the training that our employees have received, with the intent of identifying overall business improvement as training needs are fulfilled,

Type of Training	Method/Media	Target Audience	Duration
New Employee Orientation	Classroom	All New Employees	1 Day
Consideration of Others Training	Classroom/Multi-media	All US Employees	1/2 Day
Homosexual Policy Training	Handbook/ Chain Teaching	All US Employees	1/2 Day
Safety Training (Regular Staff)	E-mail, Routine Informal Briefings	All Employees	Ongoing
Safety Training (Summer Hires)	One-on-One with Supervisors	All Summer Hires	1/2 - 1 Day
Action Officer Development	Correspondence Courses	GS-5 or Equivalent and Above	1 Week
Training in the Prevention of Sexual Harrassment	Classroom/Text Book Refresher	All Employees	1/2 Day
Basic Supervisory Development	Classroom/Correspondence Courses	All Supervisors and Managers	1 Week
Leadership, Education & Development Training	Classroom/Interactive	All Supervisors & Managers	1 Week

Figure 5.2-4

Harassment (TIPOSH) training accomplishment from FY 98-FY 01 is primarily responsible for a 14% decrease in discrimination complaints brought to the EEO Office. A 62% increase in Customer service and APIC training from FY 99 is directly linked to a 12% increase in Customer satisfaction across the board. Figure 5.2-3 illustrates some examples of how training plans are linked to our organizational goals and objectives.

5.2a(4&5) With several different employee segments posing a variety of different requirements, appropriate and effective identification and delivery of diversity, leadership safety, and new employee training is always a challenge for the 417th Base Support Battalion. However, we have successfully tailored this critical training for all employee segments, as illustrated in Figure 5.2-4.

5.2a(6) Performance excellence is an intricate part of our Strategic Training Plan, as it ultimately provides the ways and means of achieving our Strategic Goals and objectives. Quality and performance excellence training is planned and delivered by employee segment for maximum impact. The purpose and frequency for these courses is outlined in Figure 5.2-5.

5.2a(7) The reinforcement of knowledge and skills learned in training is central to the success of the Strategic Training Plan, and assists us in developing and evaluating plans for the

and lessons learned implemented (See 5.2a2&3).

5.3a Workplace health and safety is one of the 417th Base

Course	Audience	Frequency
Total Quality Management	All	Ongoing
Army Performance Improvement Criteria	Managers & Supervisors	Annual
Customer Service	Front-Line Employees	Ongoing
TQM Tools for Teams	Mid-level managers & Team leaders	Semi-Annually
Quality Management Workshop	Mid-level managers and Activity managers	Semi-Annually
Quality Management for Supervisors	Supervisors	Semi-Annually

Figure 5.2-5

Support Battalion senior leadership priorities. With the

establishment of the Health Promotions Council (HPC) last year, we aim to improve not only the general health of the workforce, but to improve workplace safety and to take a preventive approach to health, work-related hazards, and accidents. The Commander's top priorities in order of importance are Alcohol and Drug Abuse, Mental Health, (Stress and Depression), Domestic Violence, Nutrition and Exercise, and Tobacco Usage. To this end, the HPC has been successful in developing and implementing the Civilian Fitness Program, whereby for six months civilians are allowed three hours per week to exercise in a structured activity of their choice. To date, 75 of our civilians are enrolled in the program, and the goal of the 417th BSB is to have 50% of the total community civilian workforce enrolled by 2002.

Further, routine work safety classes are offered by both the Safety and Environmental Offices, or scheduled as needed. Fire Inspectors annually inspect buildings for potential hazards and Asbestos and Radon abatement have become one of the Commander's top priorities (Figure 7.4-59). Additionally, when ordering new furniture and computers for our offices, more attention is being provided to ergonomic factors that will enhance the general health and safety of our workforce.

To ensure the effectiveness of our approach, both on-duty accident rates (Figure 7.4-18) and timeliness of workplace inspections (Figure 7.4-17) are part of our Balanced Business Scorecard (BBS) performance measurement system, and our employees are encouraged to provide feedback as to their perception of workplace health and safety through the annual ECS and semi-annual focus groups (Figure 7.3-10).

5.3b(1) The HRKSPO and HRPAT are responsible for determining key factors that affect the well being and motivation of our workforce. This is accomplished by aggregating employee feedback through our many information channels, particularly written comments on the ECS and concerns addressed during ETMs. These factors, as prioritized by the HRPAT are effective leadership, adequate logistical support, pleasant work environment, feeling of empowerment, fair and equitable awards and recognition, appropriate training opportunities, feeling of team membership, and timely counseling and evaluations.

Performance in these areas is reflected in the results of our annual Employee Climate Survey and semi-annual workforce focus group surveys (Figure 7.3-6).

5.3b(2) Other than awards, recognition, and providing a safe environment to work, the 417th Base Support Battalion provides many programs and benefits that enhance the work climate of our employees. Tailored to the needs of all workforce segments, Figure 5.3-1 illustrates just some of these benefits.

5.3b(2) The Commander's policy with regard to workforce diversity is that "Every Commander, manager, supervisor, and employee is responsible for creating and maintaining a work environment free from sexual harassment, and discrimination based on race, sex, religion, age, color, national origin, disability, or reprisal." The Equal Employment Opportunity Office is the primary agency responsible for ensuring that this policy is adhered to, and that diversity in the workforce is not only celebrated, but reflected in the population of our community. The National Civilian Labor Force (NCLF) is benchmarked for comparative data in developing our Annual

Affirmative Employment Program Accomplishment Report. This report identifies strengths, areas for improvement, and action plans to achieve related goals. The effectiveness of this program is measured by and reflected in the results of our annual ECS.

5.3b(3) Employee satisfaction is an integral part of our BBS performance measurement system as it impacts every other Strategic Area of the 417th Base Support Battalion. This scorecard is comprised of many different metrics determined from many different tools, which gauge employee satisfaction based on key requirements identified in Category 5.1a(2). These are illustrated in the HR scorecard in Figure 7.3-1. The HRKSPO reviews and maintains this data and presents it during the quarterly Business Results Brief.

Program/Benefit	NAF	AF	LN	Military
Stress Management Courses	X	X	X	X
Tobacco Cessation	X	X		X
Nutrition Education	X	X		X
Physical Fitness Programs	X	X		X
Drug and Alcohol Prevention Programs	X	X	X	X
Family and Individual Counseling	X	X		X
Army Career Alumni Program				X
Consumer & Financial Advisory Program	X	X		X
Religious Counseling & Spiritual Fitness	X	X		X
Child Care	X	X		X
Family Leave	X	X		X

Figure 5.3-1

5.3b(4) It is the responsibility of the HRKSPO and the HRPAT to determine correlation between employee satisfaction and other business results. Definitive correlation has been identified in areas such as absenteeism, Customer satisfaction, productivity and efficiency, official complaints, and profitability (limited to the DCA). For example, a 10% increase in employee satisfaction from FY 99 to FY 01 is directly related to an increase of 12% in Customer satisfaction for the same time period. Similarly increased employee satisfaction is responsible for a 34% decrease in complaints elevated to the Command Group over the course of three years (Figure 7.3-11).